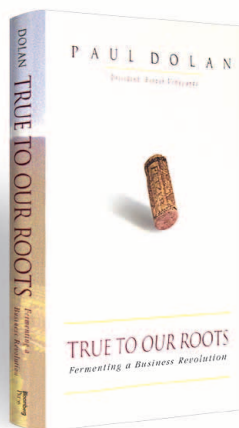


# SOUNDVIEW Executive Book Summaries®

FILE: STRATEGIC MANAGEMENT



By Paul Dolan  
with Thom Elkjer

## Fermenting a Business Revolution

# TRUE TO OUR ROOTS

### THE SUMMARY IN BRIEF

Winemaker Paul Dolan has led Fetzer Vineyards to become one of the biggest and best-known wineries in the United States while also becoming a model for sustainable businesses around the world. As the president of Fetzer, Dolan is helping to lead his company — as well as the entire California wine industry — toward major changes in how wineries and grape growers preserve the environment, strengthen their communities, and enrich the lives of their employees, without sacrificing business success.

In *True to Our Roots, Fermenting a Business Revolution*, Dolan describes the six guiding principles he uses at Fetzer that can help managers in any industry build and grow stronger, more sustainable companies. With an intense commitment to define new business principles for the future, Dolan and Fetzer have taken positive and active steps toward proliferating sustainable commerce while leading a management revolution in one of the most competitive industries in the world. *True to Our Roots* offers a fascinating glimpse into the California wine industry as well as extensive proof that a company can do well while following sustainable business principles that focus on the future of employees, the environment and the community.

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### What You'll Learn In This Summary

- ✓ How to balance economic success with environmental and social responsibility and sustainable business practices.
- ✓ How all our actions, and their consequences, remain inside a much larger system.
- ✓ How everything in life gets its meaning from its context.
- ✓ How people are the source of sustainability, not a resource for it.
- ✓ How to create a virtuous cycle of knowledge and empowerment.
- ✓ How sustainability requires that we orient ourselves toward a larger purpose.
- ✓ How to expand people's understanding of what's possible for them, their companies, and their world.

# TRUE TO OUR ROOTS

by Paul Dolan with Thom Elkjer

## — THE COMPLETE SUMMARY

### Sustainability: Fetzer's Business Revolution

On a September morning in 1987, my entire way of thinking began to change. Before that morning, I had only read about the impact of synthetic chemicals on the microbiological richness of the vineyard earth. On comparing the lush, sweet flavors of a row of organic grapes with the bland, less expressive flavors of the conventionally grown grapes only 15 feet away — grown with pesticides, herbicides and fungicides — I was amazed by the dramatic difference in flavor between the two.

At that moment, I could see that the continued use of chemicals at nearly every step of the grape-growing process would diminish the quality of future vintages, and surely affect the long-term market position of the winery. It was clear to me that Fetzer Vineyards and all other wineries were risking their economic futures by placing themselves in an unsustainable position. I realized I must take action.

When I was made president of the winery, I was given the opportunity to make a difference as a winemaker, and I was determined to take advantage of it. I moved immediately to steer the company into a new course, one that would be described today as “sustainable.”

#### *Inspiring Passion and Creativity*

It would require a revolution within organizations, and among managers and workers. We needed to replace standard operating procedures with something more sustainable. Everyone could participate in the process, and everyone could benefit. We could lead the revolution ourselves: We simply had to reconnect with what's important and practice the principles of sustainable leadership that arise from the experience.

It's time for business, a powerful force that can create tremendous wealth and technological progress, to become a positive force for change. The new possibility for those of us in business is to preserve that progress and wealth for the generations to come.

Over the past 10 years, Fetzer's employees rallied to this new possibility with inspiring passion and creativity. Changing the world is not easy when you're running an industry-leading corporation that's competing in the

global marketplace, fending off low-cost imports, managing multiple production facilities, leading employees with diverse cultural backgrounds, adapting to constantly shifting regulations, and responding to tightening health, safety and employment laws. Fetzer makes nearly four million cases of wine each year, and competes with more than 1,000 other wineries in California, as well as those all over the world.

While competing with them all, Fetzer Vineyards increased earnings an average of 15 percent a year through the 1990s, while keeping its environmental and social responsibilities as top priorities. Our experience proves that operating on a more sustainable basis is not an economic liability — it is an economic advantage.

#### *Moving Forward*

When we changed course in 1992, we relied on three things to move us forward:

- 1. A willingness to admit we didn't know how to run a sustainable business.** We had to discover how to do that through constant exploration.
- 2. Assume that everyone in the company had more to offer than just their job description.** If we fully respected and acknowledged the human spirit in everyone, they would deliver the ideas and energy we needed.
- 3. We never stopped talking about what we were**

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**The authors:** Paul Dolan became president of Fetzer Vineyards in 1992 and built it into one of the largest, best known wineries in the United States.

Thom Elkjer is a freelance writer who has written for *CNN Traveler*, *Wine Spectator* and *Wine Country Living*. His books include *Adventures in Wine* and *Escape to Wine Country*.

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### Sustainability: Fetzer's Business Revolution

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**up to.** We keep the conversation going nonstop, at every level of the business, so that no one ever wonders what our purpose is or where we are going. ■

For Additional Information on the history of Fetzer, go to:  
<http://my.summary.com>

### Your Business Is Part Of a Much Larger System

When I joined Fetzer after receiving my graduate degree in winemaking, I was married with two boys who made my move to Redwood Valley an adventure. Over the years, things became difficult at home and tense around the winery. The formula of command and control that I had learned during three years in the military before I went to study winemaking, of setting and achieving goals by and for my own authority, no longer succeeded with the people I loved most in the world. It wrecked my marriage and devastated my own family.

#### *Unfulfilled Roles*

It was my brother Peter who finally helped me see that my personal drive for success at work was an empty substitute for discovering what really made me happy. My own judgments were more real to me than the behavior of the people around me, and justifying my own world was more important than joining the world everyone else was living in. I saw that I had not fulfilled my role as husband and father for my family. Rather than discovering who they were and what we needed to flourish together, I had simply taken what I needed from them and let them deal with the consequences.

It was the same with my winemaking team. I realized that I controlled and dominated them, using them to advance my own ambition, never allowing for their own personal growth or success. I thought I was serving Fetzer, but I was really pursuing my own agenda, which gave me justification for getting angry at people rather than stopping to question my own role in our success and occasional failure.

#### *New Awareness*

With this new awareness, I started to slowly change my behavior and create a more positive environment. Instead of expecting my winemaking team to fail or let me down, I opened up to them. Instead of enforcing my world on them, I found the world we inhabited together, where our communication could be a two-way street that offered more freedom of expression to everyone.

In 1992, the Fetzer family sold the winery to Brown-

### Paul Dolan's Business Principles

1. Your business is part of a much larger system.
2. Your company's culture is determined by the context you create for it.
3. The soul of your company is found in the hearts of its people.
4. True power is living what you know.
5. You can't predict the future, but you can create it.
6. There is a way to make an idea's time come.

Forman and recommended that the new owners appoint me president. They agreed, and suddenly, unexpectedly, the opportunity to make a larger contribution to the world opened up. Around the same time, I read an eye-opening book called *The Ecology of Commerce* by Paul Hawken. His analogy — that the world of business could work with the same harmony and balance as the natural world — deeply appealed to me. Hawken's book helped me imagine that I could do the same thing with Fetzer Vineyards. Our whole company could operate with a far greater awareness of its place in the world, and from that perspective it could make a much bigger difference than I could make alone.

Ten years later, I now see this as the first principle for sustainable business: *Your business is part of a much larger system.*

#### *Interconnected and Interdependent*

At Fetzer, we now recognize certain realities shape everything we do. They include:

- **We are not alone.** Everyone, and every business, inhabits the same larger system. None of us is outside it or exempt from its realities.

- **We are not separate.** All our actions as a company and as individuals affect the larger system, just as its health and well-being affect us. Everything within the larger system is interconnected and interdependent.

- **We can make a difference.** The choices we make can turn interconnectedness into a force that can move the world. We can create change in the larger system by how we operate in our own spheres of influence — whether it's inside our companies, inside our communities, or inside our industries.

The realization that our organizations are part of a much larger system needs to start at the top, so people take it seriously. Out of that awareness we naturally can see the interconnections, and the opportunities where a change in our business practices will lead to new and better consequences for the system. We can respond to those opportunities by acting, and through those actions

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### Your Business Is Part Of a Much Larger System

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create sustainable businesses for a sustained world.

#### **Responding to Opportunities**

As we have opened up our awareness of our larger system, the opportunities to operate Fetzer more sustainably seem to arise nonstop. One that we have embraced most fully is stewardship of the earth, which includes all our own vineyards, old and new. It involves proactive restoration and conservation: eliminating chemicals; planning how and where we lay out new vineyards; changing how we irrigate our fields; and committing to conserve and restore riparian habitats.

We are also actively sharing with the wine industry and the business community at large everything we have learned and done to make Fetzer more sustainable. This is now making a difference in the way our industry works — a difference that can be a model for all agriculture that includes equitable treatment for people, preservation of the earth's natural vitality, and a solid economic return for business owners. ■

### Your Company's Culture Is Determined by the Context You Create for It

I wanted Fetzer's vineyard workers, production people, salespeople, and everyone else in the company, including me, to see themselves as part of a team with a higher purpose. People want the hours and days and years they put into their work to amount to something more than a corporate bottom line. It doesn't have to be idealistic; it just has to have personal value to them. I had to find a higher purpose that would engage everyone in the organization in a compelling way. I knew we had to come at it from the perspective of being part of a larger system, and I knew it would take exploration and discovery. I wanted our purpose to combine growth and profitability with making a difference in the world, and I needed to get complete alignment on that purpose with Fetzer's new parent company, Brown-Forman.

Two months after the acquisition, I gathered the seven members of Fetzer's Leadership Team and three leaders from Brown-Forman for a long weekend retreat in a remote homestead deep in the forests of Northern Mendocino. While there, we determined that our core purpose was summed up in the phrase: *Fetzer people, enhancing the quality of life.*

Once we identified our purpose, there were opportunities everywhere we looked. We had focused the lens

### Fun Tours at Fetzer

Paul Dolan started a program at Fetzer called "Fun Tours" for small groups of workers. On Fun Tours, he got to show people the rest of the business they were part of, including its new winery, vineyards, and the hospitality center and organic garden at Valley Oaks Ranch. This allowed people to see beyond their own department and start to see the value of their contribution inside a larger purpose. During the tour, Dolan would talk to them about elements of the business, from sales reports to new products to new vineyard plantings and projected growth. Eventually, he would talk to them about Fetzer's core purpose and desire as an organization to make contributions in many areas. Then they would have a great lunch, share some of Fetzer's wine, and talk about what was most important to them in working for Fetzer Vineyards.

through which we would view our company. Profit, growth and quality goals all took on a different meaning. We developed a mission statement that included the idea, "We are an environmentally and socially conscious grower, producer and marketer of wines of the highest quality and value." This one sentence said that we were going to place our environmental and social concerns on the same level with our business-oriented, economic goals of quality and value.

#### **Making a Greater Contribution**

If everyone in the winery sees his or her work in the light of making a greater contribution to the world, then a culture of pride, quality and hard work naturally rises up from the workers themselves. It was in noticing this intersection of purpose, context and culture that the second principle of sustainable leadership began to become clear for me: *The culture of your business is determined by the context you create for it.*

Money is not enough of a context to motivate people on a sustained basis. I believe the right culture can do anything, including building a sustainable business that's a powerful investor magnet. As leaders, our job is to cultivate our people, bringing out their best, and create a rich, human whole greater than the sum of its parts. That's culture: something bigger than the individuals within a group, which they nevertheless are an integral part of. Teamwork becomes more natural, because everyone knows why the work the next person is doing is valuable. If they are talking about that context all the time, and if they are constantly examining their workplace, their products, and their processes from the standpoint of fulfilling themselves and their purposes, you

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### Your Company's Culture Is Determined By the Context You Create for It

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can hardly keep up with the ideas they create.

Discovering an organization's unique context can only be found by plunging in and trusting that the people with you will also plunge in and help you identify your purpose for being in business. You have to articulate that purpose in a powerful, meaningful way so your people get aligned with the purpose. ■

For Additional Information on Fetzer's mission statement, go to: <http://my.summary.com>

### The Soul of a Business Is Found in the Hearts Of Its People

Shortly before I became president at Fetzer, I took a two-month management class in problem solving and teamwork. I returned to work and began to look at my relationships differently. I had to accept the disconcerting fact that I wasn't a very good listener. I would sit and politely listen to the ideas of an employee, with my mind already made up. I would let the person finish and then say, "Those are good thoughts, but I think I want you to ..." As long as I was dealing solely with ideas or concepts — listening only for the logic or agreement that would be in sync with my own point of view — the people didn't actually matter that much to me.

To overcome this, I sat down with my winemaking team members, one at a time, and told them the ways I had been seeing them in my mind. I said I would drop the way I had been thinking of them and try to see them for who they really were. It worked. People I had judged as nice to be around but lousy contributors now had a chance to contribute and get recognized for it.

#### Clearing Away Judgments

My success in clearing away judgments with co-workers gave me confidence to try it with my own family. I realized the way I was holding my teenage son Jason in my mind was more about me than about him. I was the one who needed to bring more respect to the relationship. Once I dropped my harsh interpretation of him, he was able to be the loving, caring son he truly was.

I began to see that all my significant business and personal relationships were based to some degree on my interpretation of the individuals involved. I wanted to be seen for who I was but I was not offering this same respect in return. The consequences for Fetzer were far-reaching: I was holding back the entire company.

### Fetzer Empowers Its Employees

Although Dolan writes that Fetzer was not looking to start a trucking company, one started itself inside Fetzer and just kept growing. Keith Oakley started as a delivery driver, taking wine 120 miles south to the San Francisco Bay Area. When Fetzer expanded to a second winery in the 1980s, it needed a tanker truck to move bulk wine between locations. Keith found the right truck and began driving it.

As Fetzer kept expanding its business, it kept needing more transportation, and Keith just kept saying, "We can do that." Thanks to this can-do attitude, the company quietly acquired a dozen trucks. One day, Dolan writes, the company realized that this was a sizable fleet for a winery. Everything was working well, but most of Fetzer's competitors were using common carriers, so Dolan and his management team decided to do a benchmarking analysis. It turned out that Keith and his team were running a pretty tight outfit. Fetzer's cost per mile averages as much as a third below what it would pay common carriers for the same services, and they were setting standards for safety and efficiency that any outside company would find hard to maintain.

Fetzer's costs are lower because Keith and his team are totally into it. They not only like to drive the trucks; they like to work on them, too. They are fully expressing their passion for trucks, and Fetzer gives them a space to do that. In that context, they have turned out to be truly great at what they are doing.

Once I began seeing people as more than just bearers of news, ideas or suggestions, I could find the level of pride, passion and talent within them. I began to understand what a good listener is: a person who respects others as strong, unique and with something to contribute.

When my Leadership Team meets, anyone can have something to offer that's new, important and potentially a breakthrough. If someone is willing to speak up in a meeting, it's because they have seen something and believe it will make a difference. When we honor that, it alters the whole dynamic. My team members can see me giving them space to express their creativity.

Once I set aside my judgments and allowed everyone at the company to contribute more fully, people seemed to follow a natural progression. They moved from being accountable for certain predefined results to taking personal responsibility for our larger mission. When I removed limits, they could respond to Fetzer's larger purpose with initiative and creativity of their own. This freedom, within the context we were constantly rein-

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### The Soul of a Business Is Found In the Hearts of Its People

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forcing, unleashed the power of our people. It allowed them to match their own capabilities and interests with opportunities they saw to contribute. They could become “response-able,” not just accountable.

#### ***A New Responsibility***

The new responsibility for business is to make this shift at an organizational level. Rather than viewing accountability to our shareholders as a measure of how well we enhance shareholder value and hit financial targets, we can begin responding to the growing social and environmental challenges facing the world today. These challenges are, increasingly, part of the landscape in which we all must perform. Responding to these challenges so our companies can operate efficiently is a crucial part of operating profitably. If we recognize and tackle these issues as an integral part of our new way of looking at business, we’ll find equitable solutions and ultimately reduce the costs of doing business.

Every organization can respond in its own way, with its own unique capabilities, making its own special contribution. Along with making profits, we can make a difference. A sustainable business should be a whole business, with a heart and soul. It must have integrity, a moral center, and it must be connected to its values and the greater world. It must aspire to do what is right, not just for the bottom line, not just from a legal standpoint, but from a moral and ethical standpoint. A sustainable business is not only accountable: It’s responsible.

The wholeness we managers seek for our business is around us every day. This is what led Fetzter to the third principle of sustainable business leadership: *The soul of a business is found in the hearts of its people.*

Seeing people as great so they can reveal themselves as great involves more than just a shift in perception. It also involves the practical issue of creating space for people to fully express their contribution once we’ve removed internal limits on them.

#### ***Passion and Creativity***

At Fetzter, we make sure our people are working in an environment where they know they can express their passion and creativity. We acknowledge their accountability even before they respond to larger opportunities, and acknowledge them publicly when they make the shift to responsibility. Ideas or actions they might have once held back are now closer to tangibly benefiting the business. That creates a new future for the company.

This is one of the most sustainable cycles in human progress: being respected for our ability to make a con-

tribution, being given opportunities to fully express that ability, and being acknowledged for it afterward. ■

### True Power Is Living What You Know

In 2000, Fetzter Vineyards purchased an historic old farm called the Butler Ranch, and planned to cut down the property’s old cherry trees to make way for a new vineyard. After a giant outcry from the community — families who would flock to the ranch to pick fruit and picnic — I held several public meetings to discuss the future of the Butler Ranch with the community.

When upset community members fought back to preserve the cherry trees and the contributions that the Butler family had made to the community, we took several actions to identify and address the concerns of community members. These actions included the commissioning of a commemorative quilt to honor the Butlers and the ranch, but the trees were eventually removed.

It turned out that the economics of the Butler Ranch didn’t work if we restricted our new vineyards to the original area covered with cherry trees, so we expanded into virgin woodlands. Our employees were not in favor of this and they let me know it. They pointed out that it did not enhance the quality of life. It might have made financial sense, but we had created a context where economics don’t operate in isolation from social equity.

#### ***The Larger System***

The purchase and battle over the development of the Butler Ranch dramatically changed my knowledge of Fetzter’s relationship to the larger system. It changed what I knew of the company’s commitment to its purpose, context and culture. The community outcry and the heartfelt sentiments from my employees created a strong sense of internal conflict for me. I wanted to get back to a sense of personal and corporate integrity. To do that, I had to adjust my stance on land development.

Today, Fetzter’s policy is that we will not develop pristine natural landscapes into vineyards. We’ll convert agricultural land, but we’ll never again harvest a forest for a vineyard. The lasting legacy of what happened at the Butler Ranch places our future actions back in alignment with what we believe.

The lesson I took away from this experience is the fourth principle of sustainable leadership: *True power is living what you know.* If our businesses bankrupt our environmental and social future, we as individuals are left holding the bag. By simply living what we know to be true, we have the power to change history.

We can stop ignoring what we know to be vital truths.

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### True Power Is Living What You Know

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The conventional way of doing things can be confronted. We can stop ignoring the unavoidable reality that we are operating unsustainably, as businesses and as a culture. We can demonstrate a new possibility for business by shifting to sustainable practices; we can help others pursue new possibilities in their own businesses. If we don't do this, we are violating our own integrity.

If a company lacks integrity, it's because the company is acting from some of its values, but against others. It's expressing the value of its stakeholders in seeking to maximize shareholder value, but suppressing the value of its stakeholders who respect the environment and human rights. In contrast, removing that internal conflict unleashes tremendous creative power. It encourages people to really express what they believe, because the whole organization believes it, too.

#### **The Power of Conversation**

The new possibility for companies is to insert a conversation about sustainability into the conversation about maximizing profits — and keep it there until they become the same conversation.

The conversation about sustainability needs to take place everywhere: in the boardroom, on the factory floor, in sales meetings, and in investor presentations. It has to be able to happen anywhere, any time. Conversation is one of the few processes that is almost guaranteed to produce new insights, new ideas and new connections. During conversations, ideas show up between us that might never show up in our own thoughts. Leaders have a specific role to play in this discourse — they must generate the conversation about sustainability inside and outside the organization. ■

### You Can't Predict the Future, But You Can Create It

Experience has taught me another principle for sustained leadership: *You can't predict the future, but you can create it.* With this principle, we can turn the future's inherent unpredictability from a negative into a positive. We just have to create the future from the future instead of predicting it from the present. By doing this, the processes for achieving a sustainable future will organize themselves accordingly.

If I stand in the future and look back at Fetzer after we have become a six-million-case winery, I see things about today's four-million-case winery I can't easily see from the present. I can see all the areas where we're not behaving like a six-million-case winery. I can see people who are going to have to step up, and what kinds of

### Enhancing the Quality of Life

During monthly meetings of Fetzer's Leadership Team, they discussed how they would manage the business to achieve its purpose, and how it could generate the conversation about its purpose among everyone in the company. The team broke down the areas where it felt it could make a difference:

- ✓ People are a priority, because otherwise there would be no one to enhance the quality of life, and no one to receive the benefits from succeeding at it.
- ✓ Profit had to be part of Fetzer's context, otherwise nobody in the company would have jobs and a vehicle for enhancing the quality of life.
- ✓ Quality had to be part of enhancing the quality of life, because "life's too short to drink bad wine."
- ✓ Consumers were a big topic because when you produce millions of cases of wine, you need to enhance the lives of millions of consumers.
- ✓ Alliances and rich conversations with a broad array of strategic partners are critical because their performances are essential to success.
- ✓ Our environment is so central to our way of life that it make no sense to think about enhancing the quality of life without taking environmental impacts into consideration.
- ✓ The community we are part of is also important because we are part of a much larger system, and we can make a difference within it.

opportunities they're going to need along the way. I can see structural issues about production, efficiency and distribution. I can see a marketplace that needs millions of new wine-drinkers.

When looking at growth from the future backward, unpredictability becomes my ally, not my enemy. Unexpected things that happen now fit a pattern I can more easily recognize. I'm thinking that all kinds of things I can't foresee are going to have to happen for my business to reach the target. I need the future to be unpredictable. I need the unexpected. I'm actually helping to create unexpected events by stepping into the future and managing my business from there.

Creating the future from the future is an important way leaders earn the right to lead in a sustainable business. We're looking forward more than our counterparts in business ever had to because now there are much bigger pitfalls ahead of us as a society: global warming, melting ice caps, crop devastation, epidemics of disease, and vast regions of social and political unrest. Creating a future that minimizes those pitfalls is part of our job as leaders.

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### You Can't Predict the Future, But You Can Create It

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Creating the future from the future is also a major vehicle for getting ahead of our newly empowered organizations, with their context, their passion, and their freedom to discover and live what they know inside a much larger system. We leaders must shift from a perspective of incremental change to a perspective of transformation. The key to success is to paint a vivid picture of the future so it can come to life for others in your organization. The point of the picture is not to accommodate the present. The picture a leader paints must accelerate the arrival of a particular version of the future. ■

For Additional Information on Paul Dolan's vision of a sustainable world, go to: <http://my.summary.com>

### There Is a Way to Make An Idea's Time Come

How do you make an idea's time come? What steps can you take that will affect both the present moment and all future possibilities, for your organization as well as the larger system? You can take a stand.

Companies have the ability to create a sustainable future by taking stands on environmental and social issues. DuPont, Nike and Xerox are among the growing number of companies that have taken stands on zero waste. Patagonia took a stand when it decided it would use only organically grown cotton in its line of popular sportswear. Robert Redford's company, Sundance, took a stand on environmentally responsible ski resort development. These decisions are not incremental. They are either/or, do/not-do decisions, the kind that don't just reflect change: They create change.

This is the difference between an idea whose time has come and an idea whose time we must make come. A stand is about adapting the world to your world. A stand creates the trend that others want to follow. When you commit yourself to something that doesn't currently exist, you create real change, not incremental change.

The difference between stands and positions is important for sustainability because positions can subtly undermine sustainable leadership. Positions keep us in a state of reaction rather than initiation, but stands don't change based on the politics of the day or if someone objects. A stand actually includes all the objections and positions everyone else might take about it, their considerations, and their particular circumstances.

#### *Taking a Stand*

There are four dimensions of taking a stand:

1. **A stand is personal for each of us.** It's about seeing a personal possibility of making a contribution and fully expressing our commitment to that.

2. **Each of us is responsible for its completion.** We don't have a part in the play, we are the play.

3. **Each of us is responsible for generating the conversation about the stand.** You're responsible for making the stand come alive for others, to attract them to it as a possibility, and to advance its exploration.

4. **Each of us is responsible for remaining open to whatever happens.** Objections and roadblocks may look like problems, yet they should be viewed as opportunities to recommit to the stand, discover an unexplored path, and spur you to unconventional solutions.

A stand does not adapt to these types of things. It includes them in its larger purpose. The world adapts to the stand, not the other way around. A stand is big, unwavering and enduring. You take a stand because you can, and because you believe it will make a difference.

#### *Going Organic*

In 2002, I began painting a vivid new picture for Fetzer, in which all the vineyards we own, manage, or contract with would be farmed organically. Our own vineyards were organically farmed, but provided only about 20 percent of the grapes we needed. I was now envisioning all our fruit being grown organically by the end of the decade, which would involve our contract grape farmers in an exciting new adventure.

Our winemakers and managers responded to this picture with reactions that ranged from enthusiasm to anxiety. Once everyone had raised their issues, we were able to organize them by structuring the conversations we needed to have. Once everyone was talking and people were beginning to see a clear picture of the future, we announced to the world what we wanted to do.

By going public, I was showing the world not only the future I saw, but also my conviction that we could create it despite potential obstacles. That is an important way that a stand makes an idea's time come. It may take others a while to wrap their minds around this idea, but they can't deny that some of us see it already, are working toward it, and believe it will happen. If people have ideas or interests related to a new possibility, taking a stand on it gives them a focal point for expressing them.

Everyone wants a healthy planet, a strong community, and economic prosperity. Going public with a stand for sustainability taps into this huge potential for concerted action, and that's what gets results in the end. I see this already in our stand about organic farming. Everyone is helping create a company that is built around a sustainable future, and when we succeed, everyone is going to share in the results and the rewards. ■